STATE OF UTAH 2006
Annual Technology Report

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**UTAH DEPARTMENT OF TECHNOLOGY SERVICES
AND OFFICE OF THE CHIEF INFORMATION OFFICER**

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Salt Lake City, Utah 84114

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State of Utah
ANNUAL TECHNOLOGY REPORT

INTRODUCTION

The 2006 Annual Technology Report for the Department of Technology Services is a blueprint that illustrates how the organization aligns planning with its strategic objectives, which in turn illustrates the department's ability to align with the business goals of its customers.

The Department of Technology Services (DTS) was officially established by Governor Jon M. Huntsman, Jr. and the State Legislature with the passage of the Utah Technology Governance Act (H.B.109) in 2005, calling for a major restructuring of the State's Information Technology (IT) services. Since that time, under the State's Chief Information Officer (CIO), DTS has embarked on an unprecedented transition to consolidate all IT resources and services for the State of Utah into one department to reduce costs, increase services to taxpayers, and more closely align IT with the business needs of the State of Utah.

State Leaders determined that operational efficiencies and improved business performance could be achieved through the establishment of enterprise authority and governance over all information technology IT activities. DTS is in the process of transitioning to the target DTS structure and the optimized operating environment envisioned in HB 109. The newly-published DTS Strategic Plan further defines the desired future state by outlining a high-level vision and defining specific key requirements that must be met to complete the transition and achieve an optimal operating state in the new IT environment.

In a collaborative effort, DTS has established a close working relationship with its stakeholders to ensure that the state's IT organization is responsive and well-aligned to the business needs of the State of Utah. DTS has also established a performance-based strategy to provide ongoing alignment to the requirements defined by DTS customers. This strategy has presented DTS with opportunities to supportively partner with other agencies to improve performance across state government.

The growing portfolio of technological applications is the result of an evolving strategy designed by Agencies, working in cooperation with DTS, to keep Utah in the forefront by utilizing IT tools to better serve our business customers and the citizens of our State. The growth in E-government also reinforces the need to effectively administer the State's IT resources at an enterprise level.

Government and Business organizations around the world must operate in increasingly competitive and dynamic business climates. Success is usually a function of the ability to refocus strategies and operations as needed to adapt to constant change. DTS exists to support the business objectives of the State of Utah in an efficient, professional, and responsive manner. Our success is predicated upon our ability to enhance our customer's success through our services. As a strategic partner, DTS is helping meet these challenges by providing significantly improved service delivery and supporting infrastructure, at a better cost, and with reduced risks.

DTS OVERVIEW

Enterprise Approach

Through its Strategic and Annual IT Plans, DTS has established specific key requirements that must be met to complete the transition and operate effectively in the new IT environment. The objective is to identify those IT requirements that directly address the business needs of customers, while proactively collaborating with customers on the delivery of IT strategies and solutions to meet these needs. The key elements of this planning initiative, which began in March, 2006, are:

- Business leaders identify and discuss common business requirements and opportunities for collaboration.
- DTS leaders analyze the requirements, make IT solution recommendations, and estimate effort and implementation costs.
- Business and DTS leaders, in partnership, identify, scope, fund, and launch the IT initiatives most appropriate to address the business needs of the State's business.

Performance-Based Strategy

Capabilities resulting from the new DTS organization is the opportunity to collaborate at an enterprise level with other Executive Branch agencies and other branches of state government. Some specific initiatives currently underway include:

Balanced Scorecard

The Balanced Scorecard Initiative establishes metrics that ensure better performance measures and create consistent reports across State Agencies so government services can be continually improved. It is a valuable tool to help agencies manage toward their mission and objectives.

Inter-Branch IT Planning

Each branch of State Government (legislative, judicial, and executive) offers best-practice capabilities and processes that can be shared to leverage the state's investment in technology. The new DTS organization provides the possibility to coordinate an inter-branch strategic plan for information technology between the three branches of state government.

This plan will identify some common issues and potential collaboration opportunities. The inter-branch planning process will lay groundwork for increased business utilization of cross-organizational information for the benefit of Utah citizens in general. Collaboration will occur from the three branches of government as well as the Utah State Board of Regents and the Utah Education Network.

DTS has established 4 key performance objectives to which all functions within the organization will measure:

1. Provide service that our customers expect with innovation and value.
2. Achieve financial targets.
3. Strive for operational excellence which includes streamlining organization processes.
4. Demonstrate to DTS employees that their effort and innovation is valued.

The new DTS organization has the capability to efficiently allocate resources to meet these requirements so that agencies are better equipped to share information with

other agencies securely. This enterprise approach is a cost-effective means to benefit all stakeholders.

DTS 2006 ACCOMPLISHMENTS / MILESTONES

March 8, 2006 - "Day 1"
HB 49 Authorized DTS to transfer all Information Technology employees from other state agencies to DTS. It also allowed DTS to collect from other state agencies revenue to pay the salary of employees that were transferred.

Since that time, DTS has solidified an Executive Management team with a mix of employees from within the state's IT organizations and private business. In particular, Enterprise operations have greatly re-engineered its approach in supporting the Agency IT services so as to be better-aligned to Agency business.

Service Level Agreements
A Service Level Agreement (SLA) between the Department of Technology Services (DTS) and each Agency that is serviced by DTS provides a mechanism for establishing a successful partnership between DTS and the Agencies. The objective of this SLA is to establish a mutual agreement and understanding of the scope and service expectations required of DTS and the Agency.

SLA's guarantee that Agency business will not be impeded due to adjustments and changes in the DTS Organization or its delivery of services. Furthermore, it solidifies the crucial connection each Agency IT Director plays between DTS and the Agency he/she represents.

DTS is establishing performance criteria to support its obligation to Agencies. We will also conduct regular Customer Satisfaction surveys with Agencies to ascertain levels of satisfaction with the services provided by DTS. The satisfaction of those Agencies will also be considered in the performance reviews of the respective IT Director and the other staff assigned to that Agency.

DTS coordinates with Agencies to identify the impact of services on its business goals and Agencies assist DTS in identifying efficiencies and performance improvements that can be implemented in the future. These SLA's are intended to implement processes that establish general baselines using best practices baseline methodology, identify industry benchmark target levels, and then plan and execute initiatives to improve and/or increase the services that have been identified as having a business value to each Agency.

Enterprise Business Planning
This new program is a partnership with the Governor's office and is an ongoing effort to identify business opportunities that cross agency boundaries. Agencies can work together to identify programs that serve multiple agency requirements, and opportunities to leverage existing programs and information. For planning purposes, agencies are grouped into communities of interest to more easily identify commonalities among those agencies (*See Figure 1*). These groups can change and some agencies may participate in multiple groups. This program is to help build synergies among Agency Executives so that individual agencies can potentially draw upon common resources to improve their services and reduce costs. It's important

that the Cabinet members are involved in this effort since decision-making authority plays a key role in pushing forward with enterprise opportunities. DTS is a facilitator for these communities and will provide optimal IT solutions to assist communities to reach their common goals and objectives.

Figure 1: Executive Branch Communities of Interest

Government Operations
1. Department of Administrative Services
2. Department of Human Resource Management
3. Department of Technology Services
4. Governor's Office
5. Governor's Office of Economic Development
Social Services
1. Department of Community and Culture
2. Department of Health
3. Department of Human Services
4. Department of Workforce Services
Public Services
1. Automated Geographic Reference Center
2. Commission on Criminal and Juvenile Justice
3. Department of Corrections
4. Department of Public Safety
5. Department of Transportation
6. National Guard
Regulatory Services
1. Department of Agriculture & Food
2. Department of Alcoholic Beverage Control
3. Department of Commerce
4. Department of Environmental Quality
5. Department of Financial Institutions
6. Department of Insurance
7. Department of Natural Resources
8. Labor Commission
9. Public Service Commission
10. Tax Commission

Employee Status Conversion

In June 2006, DTS provided an opportunity for incoming DTS employees to convert their employment status from Merit (Schedule B) to At-will (Schedule AT). The intent of this conversion is to give DTS greater ability to rapidly deploy resources and skills to meet the needs of the Agencies.

The original, most optimistic projections anticipated a 50% conversion rate. In the end, 91% of DTS employees voluntarily converted to at-will employment status. A smooth DTS transition is in part a result of employee support for optimization. An employee survey taken in May 2006 indicated a high interest in the DTS transition and an eagerness on behalf of DTS employees to participate. (*Figure 2*)
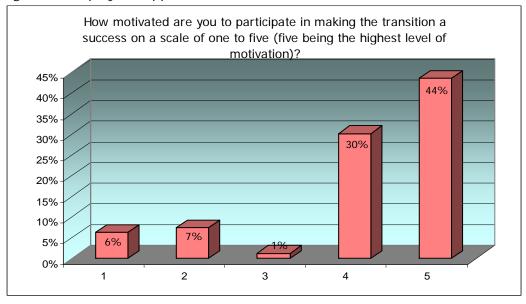
Figure 2: Employee support of DTS Transition

How motivated are you to participate in making the transition a success on a scale of one to five (five being the highest level of motivation)?

Rating	Percentage
1	6%
2	7%
3	1%
4	30%
5	44%

Internal Service Fund Rates

Rates for DTS services, which took effect July 1, 2006 have been established and approved for FY07 and FY08. The rate structure makes DTS accountable to provide rates that are acceptable to Agencies. DTS Rates are based on actual cost providing a standard criterion for all rates to be established.

In the few months Rates have been in place, DTS has been able to cut overall costs by more than **$2.5 million** while adding new services such as enterprise security, managed web hosting, project management capabilities, and SQL Server database development and . These new rates have also been fixed to management plans with clearly-defined objectives to help DTS achieve efficiencies in areas that help control specific overhead costs.

DTS rates should include these criteria in order to be considered efficient:
1) The service is provided at cost.
2) The DTS rate of the service is comparable with market rates.
3) The service must be provided at a level and rate that an agency is willing to purchase.

This process provides accountability on the part of DTS and accurate expectations for the agencies, better enabling us to accurately and efficiently meet business needs. Agencies also benefit as they will be better enabled going forward to more accurately identify their IT budget needs each fiscal year.

Enterprise Security

One of the major vulnerabilities identified by State Leaders during the formulation of HB 109 was Information Security throughout the state. In a time when threats to our personal identity through technological vulnerabilities are at an all time high and

headlines continue to highlight compromises in major systems nationwide, enterprise oversight of the security of the State's information assets is imperative.

With no additional cost Agencies, DTS has established an Enterprise Information Security Program partnering with Agencies to:
- Ensure a secure enterprise environment.
- Provide sufficient resources for awareness / training.
- Ensure consistent enterprise-wide security policies and processes.

The program includes
- Assessing all data and information systems
- Establishing business rules pertaining to Information Security
- Implement policies and procedures to do business in a secure environment
- Awareness and education
- Compliance and auditing programs
- Incident management

In October 2006, DTS launched Cyber-Security Awareness Month in conjunction with the US Department of Homeland Security, the National Cyber Security Alliance, and the Multi-State Information Sharing and Analysis Center. During the month, all DTS employees completed an information security training that was also introduced to State employees. DTS provided reports to all Agency Executives indicating which employees had completed the training. Consequently, State Agencies that receive federal funding can use this awareness training to be compliant with federal security requirements that are often identified in audit reports.

Enterprise Information Security is also working with other state government entities, vendors, and local governments to coordinate efforts and resources in combating the continuing threats to data security.

Earlier in 2006, DTS, in partnership with the Department of Public Safety and the Attorney General, launched the Identity Theft Reporting Information System (IRIS) to combat the growing problem of identity theft. The system, the first of its kind in the nation, will send identity theft complaints submitted by citizens directly to the proper law enforcement agency and provide victims with a checklist of actions to resolve credit problems.

Strategic Plan
In July 2006, With the Approval of the State's Chief Information Officer, the Chair of the Technology Advisory Board, and Governor Huntsman, DTS submitted its first Strategic Plan to the Utah Legislature. The primary purposes of the plan are to:
- Establish and maintain alignment between the State's IT investments and the business objectives of agencies and other users of the State's IT resources and infrastructure.
- Ensure optimal business return on the State's investment in IT resources.
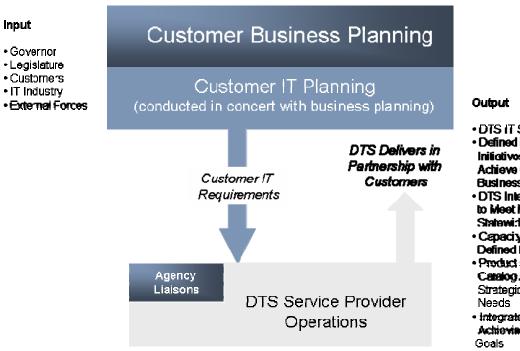
- Ensure necessary levels of interoperability among the states IT resources, systems, and infrastructure components.
- Organize, document, and communicate the State's IT requirements, identified major initiatives, strategies, and overall vision for the 2006–2008 planning period.
- Provide an agreed-upon basis from which to develop coordinated implementation roadmaps for IT projects and initiatives to be launched or completed during the period of the plan.

The DTS strategic planning process focused heavily on agency or customer business planning, which is in turn influenced heavily by guidance from the Governor, the Legislature, agency customers or constituents, and various external forces. Taken in combination, customer business and IT planning define agency IT service and support requirements, which are then executed by DTS in partnership with agencies.

IT Strategic Planning Process

Aligning IT Strategies, Themes, Investments, and Projects with the Business Needs of the State

A number of important outputs are provided as a result of this strategic planning process:

- Services, resources, and solutions are delivered to Agency customers through industry best practices adopted by DTS in accordance with this plan.
- Investments in cross-cutting or infrastructure improvements are identified and implemented that benefit all users and provide the capabilities necessary to efficiently achieve customer business requirements.
- A formal capacity management process is used to ensure responsive and reliable services, as well as the availability of the personnel, capabilities, and resources necessary to achieve business goals across the State.

- DTS aligns effectively and consistently to our agency and other business customers, provides standards for implementation, and measurable results that build trust.

Technology Advisory Board

The Technology Advisory Board, chaired by Mr. Ed Ekstrom, has been closely involved in a consulting and oversight role in the DTS Transition. Comprised of members from private business, education, and the three branches of government, the Board has been actively engaged by offering guidance and counsel to DTS in its strategic direction and approach to enterprise planning and execution.

DTS Technology Advisory Council (DTAC)

The DTS Transition Advisory Council (DTAC) is chartered by the State of Utah CIO to provide consultation, reviews, and recommendations on DTS initiatives and issues over the completion of the DTS transition process and ongoing DTS organization.

Through a strategy or approach maintained by the DTAC members, the primary duties of the DTAC are to:
- Coordinate closely with all IT Directors to ensure the business needs and priorities of all agencies are understood.
- Use the established IT investment review process.
- Bring proposed transition or optimization projects, initiatives, issues or investments to the DTAC for review and recommendation.
- Provide oversight and management of initiatives not yet optimized and managed by the Chief Operating Officer.

Operational and Administrative Improvements

DTS has focused on it enterprise operations as part of the DTS objective to align to the business needs of the State. Performance-based initiatives have been implemented to ensure more efficient operational performance. Operational objectives have also been identified to drive down infrastructure costs so DTS can better apply additional resources and services to Agency business needs.

DTS hired a Chief Operating Officer (COO) with 30 years of private business experience with a Fortune 500 Company in IT governance, strategy, and resource consolidation. While establishing enterprise processes and implementing new enterprise initiatives will take a tremendous effort within IT operations, it is a crucial factor in ensuring DTS successfully maintaining alignment to its customers.

The enterprise capabilities within the new DTS organization have enabled new processes of procurement and billing to be established. Those processes, in partnership with the Division of Finance, will help DTS maintain accountability and transparency thus helping to ensure proper understanding of services and products provided by DTS to its customers, hence reinforcing our obligation to align to the business of the State.

ENTERPRISE INITIATIVES

The new DTS organazition is well-positioned to help Agencies identify enterprise solutions to their business needs. The advantages can help share or reduce costs, larger quantities of data to better service customers, and elimination of

"stovepiping" –where agencies oftentimes unknowingly don't share common data sets. The following are highlights of the major enterprise programs DTS is currently implementing:

Business Continuity

Governor Huntsman issued an Executive Order in June 2006 requiring all State Agencies to be rated sufficient in each standard established by the U.S. Department of Homeland Security state-by-state catastrophic event planning assessment. DTS is supporting this initiative by helping agencies identify their priority information systems in the event of a major disaster. DTS is also helping Agencies outline rules and requirements that dictate the continuity of business services of State Government.

Human Services

In partnership with three other State Agencies (Health, Human Services, and Workforce Services), DTS is continuing in the support and progress of the state's Enterprise Human Service development initiative – eRep - by providing project management (including oversight of budget and contactors), implementing industry best-practice standards, and centralized oversight of IT capabilities.

Enterprise Eligibility applications such as eRep developed by many other states often run into overwhelming obstacles because of the difficulty in bringing together diverse stakeholders with a variety of funding resources (both federal and state) with an objective to better service a similar customer-base. ERep's enterprise approach has helped to reduce costs by leveraging funding sources, sharing common data-sets, rules, and systems, streamlining business processes and simplify policies, and eliminate data "stovepiping." Other state governments as well as Federal Government partners have observed eRep to be an innovative collaboration to better meet eligibility requirements within the State.

Communications Infrastructure Upgrades

DTS has increased its connectivity capacity and data backup capabilities to better meet the business continuity and resumption requirements of State Agencies. In January 2006, DTS, in partnership with the Utah Education Network, embarked on two major projects to increase data availability and to provide backup Internet access for customers. DTS has provided an alternate Internet path from the State's primary ISP's should the primary path fail. DTS also increased its network bandwidth capabilities between the DTS Salt Lake and Richfield data centers to accommodate Agency business requirements in backup, replication, and increased online business services.

Data Sharing

The Department of Public Safety (DPS) has identified 10 projects with enterprise data sharing possibilities. DTS has been working closely with DPS to maintain and enhance existing IT infrastructure, develop new applications and products, collaborate with local governments, share information with other State agencies, and work with Homeland Security. Systems owned by DPS such as the Drivers License database, Utah Criminal Justice Information System (UCJIS), and the Master Index provide a number of data sharing opportunities throughout State, local, and Federal government entities.

Digitization

The Utah Department of Community and Culture (DCC) have six divisions with varying needs in digitization of records. In addition, at least three other state agencies rely on DCC for records, databases, and grant awards for their own services. In the 2006 Legislative session, this issue was assigned an interim study. After collecting the digitization requirements of its divisions, DCC concluded that a more detailed assessment would be an important first step in identifying a solution for all of the digitization needs in DCC.

DTS has partnered with DCC in their digitization efforts to ensure that their requirements are met with satisfactory IT support and coordination with other agencies. As stated above, the DTS organization assists agencies to leverage resources that can be shared across agency boundaries through IT innovations and services.

Tax System Upgrade

The Utah State Tax Commission (USTC) is undergoing a major upgrade to its various tax administration services. The existing tax systems have evolved over many years, some of which are based on technology that is over 20 years old. While they generally perform most of the automated functions needed by USTC, they have become very difficult to maintain and update. The Arches Project will take the USTC to an integrated system employing up-to-date technology. The project is an excellent example of implementing best-practices to develop a business case, involving USTC in the design process, and applying metrics that assist the project leads to continuously monitor IT's alignment with the project's business requirements.

The Arches Project is being developed with input from all areas of USTC and from other stakeholders affected by the project. A project steering committee has been formed to provide overall direction and decision making. A project management office (PMO) has been established to ensure that Arches is executed in a cost and time effective manner, and that appropriate resources are made available when needed. The first phase of this project is scheduled to be launched in early 2007.

Strategic alignment to Enterprise Initiatives

By aligning potential enterprise initiatives to the DTS strategic plan, it ensures that functional areas within DTS are properly aligned to the business needs of the Agencies.

The Strategic Plan documents and organizes information on key IT requirements and initiatives provided by DTS customers across the State that provides certain essential core planning objectives identified by DTS *(Figure 3)*. These objectives represent critical "tracks" or "focus areas" that DTS must achieve to be successfully aligned. These key objectives are summarized in the table below.

Because the Strategic plan was developed as the State continues to transition to the target DTS organization and optimized operating environment, requirements and initiatives defined in this plan have not yet been fully assessed and processed. Therefore, Goals 1 and 2 are considered immediate priorities because implementation of the DTS Strategic Plan depends on them being in place and functioning smoothly.

Figure 3: DTS Strategic Objectives

DTS KEY OBJECTIVES IN SUPPORT OF IT STRATEGIC PLAN: 2006 – 2008	
OBJECTIVE	RATIONALE
1 COMPLETE FULL TRANSITION TO THE DTS ORGANIZATION, RESULTING IN MINIMAL ADVERSE IMPACT AND MAXIMUM VALUE TO OUR CUSTOMERS	Complete and full transition to the DTS organization to meet stakeholder requirements and make a positive impact on behalf of our customers.
2 ESTABLISH AND USE A BEST-PRACTICE IT GOVERNANCE FRAMEWORK	The State is presented with a wealth of IT opportunities but has finite resources available to address these opportunities. Therefore, a effective IT Governance structure and related processes must be in place to help ensure effective, ongoing Business/IT Alignment; effective implementation and oversight of this IT Strategic plan; a consistent approach to IT Investment Management; and effective program and project portfolio management. Collaborative and effective IT Governance is essential to meeting our infrastructure integration and productivity improvement objectives.
3 ENHANCE AND EXPAND PROCESS OPTIMIZATION SUPPORT CAPABILITIES	Almost all State agencies are faced with the need for, and have expressed the desire to, streamline, consolidate, or optimize key functional or business processes. Therefore, DTS will provide the means (skills, methods, tools) to support the business process streamlining and optimization goals and initiatives of State agencies.
4 IMPLEMENT A SOUND, EFFECTIVE, ARCHITECTURE-BASED APPROACH TO IT INFRASTRUCTURE PLANNING, MANAGEMENT, AND SOLUTIONS / SERVICES DELIVERY	The State Agencies have defined a number of important requirements related to information and data sharing, improved collaboration and communications, legacy infrastructure modernization, on-line access, systems and infrastructure integration, and process integration and optimization. These essential needs can be met (and the gains sustained in the face of constant change) only if sound, architecture-based IT planning, management, and solutions delivery methods are used.
5 DEPLOY HIGH-SPEED COMMUNICATIONS CAPABILITY TO ALL STATE GOVERNMENT BUILDINGS TO SUPPORT THE BUSINESS NEEDS OF THE STATE	A secure, high-speed, ubiquitous network and communications infrastructure is a key objective and must be in place to address and accommodate the other key requirement mentioned by numerous agencies. Among those expressed needs are more on-line services, and the need to more effectively share information, data, and knowledge. The improvement of communications and collaboration with both internal and external stakeholders such other agencies, other state governments, and the Federal Government has also been clearly voiced. These needs follow the tradition of the overarching theme in the State of Utah as a recognized leader in the e-Government space. These objectives entail issues like network bandwidth, network convergence, and new standards.
6 PROVIDE A SOUND, SECURE, RELIABLE, RESPONSIVE, AND COST EFFECTIVE IT ENVIRONMENT THAT IS TRUSTED BY OUR CUSTOMERS	Among the key themes identified by the agencies during this planning process has been the need for an IT support and services environment that is highly responsive and competent, but at the same time affordable and characterized by the consistent delivery of trusted, high-value services and solutions. To achieve this objective, a number of actions are under way, including completion of the transition to DTS, the adoption of best-practice frameworks (such as ITIL and CMMI), the development of a best-practice IT Service Catalog and the use of business-focused service agreements, an organizational structure that emphasizes a the key role played by "Agency Liaisons," a more systematic approach to staff training and development, and effective IT Governance.
7 MAKE SHARING OF INFORMATION ACROSS THE ENTERPRISE SIMPLE,	As noted above, the majority of agencies have identified improved information and data sharing as an essential requirement. To fulfill this requirement, a holistic approach is necessary, one that views information from a complete life cycle

SECURE, AND EFFECTIVE	context and includes all forms of information and adapt, not just digital forms and not just structured information (as in a structured database). Therefore, DTS will apply an integrated approach to information life cycle management, Enterprise Architecture planning, and security to develop a master strategy to achieve our simple, secure, and effective information sharing objective.
8 ESTABLISH FORMAL PROGRAM AND PROJECT MANAGEMENT AS A CORE CAPABILITY	To ensure that IT-related initiatives and projects achieve defined objectives within schedule and on budget, and that all active projects are well coordinated and make effective use of available projects management resources, we will adopt a more rigorous approach to program and project management.
9 DEVELOP A MORE FOCUSED AND COORDINATED APPROACH TO VENDOR MANAGEMENT AND EXTERNAL SERVICES INTEGRATION	Because of the important roles played by vendors and external service providers in the implementation of this IT Strategic Plan and our future IT infrastructure, we will establish a well-coordinated and systematic approach to vendor management and external services integration.

Below is a table of initiatives submitted in Agency IT Plans identified as potential enterprise opportunities and how the DTS Strategic Objectives align to them as defined above:

DTS Enterprise IT Summary FY 2007-2008	Geospatial Data and Technology Integration	(1) Complete DTS Transition	(2) Establish Best-Practice Governance	(3) Optimize Business Processes	(4) Infrastructure Upgrades	(5) High-Speed Communications Capabilities	(6) Sound, Responsive, Cost-effective Delivery of IT Services	(7) Effective Enterprise Information Sharing	(8) Formal Project Management Capabilities	(9) Coordinated Vendor Management / External Services
Alcoholic Beverage Control										
Document Management				x	x			x	x	x	
Community Economic Development										
Customer Relationship Management System				x	x				x	
Bookmobile Wireless Access					x	x	x			
Digital Collection Management Pilot	X									
GIS	X									
Digitization of Travel Photo Collection	x									
Public Events Calendar										
Travel Resource Database Enhancements										

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GIS History Antiquities Application										
Network Switch Upgrade				x	x	x	x			x
Environmental Quality										
Electronic Document Management			x	x				x	x	
Data Tools Integration Package	x									
SDWIS	X									
STORET	x									
National Environmental Information Exchange Network	x			x				x	x	x
Administrative Services										
Fleet Operations – Compliant Database				x					x	
Purchasing – Electronic Bid and Receipts System			x	x			x	x	x	x
Purchasing – RFP Depot Pilot				x				x	x	x
Finance – FINET Upgrade to 3.7				x				x	x	x
Finance – Imaging System Upgrade				x				x	x	
Finance – FINET Online Printing				x				x	x	
Finance – Web Forms Interface into FINET			x	x				x	x	
Technology Services										
VPN Concentrator Redundancy and Web					x	x	x			x
Broadband Wireless Network Mobility				x	x	x	x			x
Oracle 10g					x		x		x	
Remedy Wireless Pilot							x		x	

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Additional Storage	x	x			x					x
Data Warehouse	x			x	x					
Backup Software Open Systems					x					
Enterprise Vulnerability Assessment and Reporting (Security)		x	x	x	x			x	x	x
MPLS Network Implementation					x					
Network Convergence			x	x	x	x	x			x
Remedy Purchase Requisition/Change Management Implementation			x	x					x	x
WAN Core Upgrade					x	x				x
WAN Distribution Upgrade					x	x				x
WAN Redundancy and Capacity					x	x	x			x
Website and Application Migration to Open Source			x		x		x			x
Enterprise Service Bus			x	x					x	x
MS SQL Database	x				x		x			
R&D Lab Hardware					x		x			x
R&D Lab Software and Licensing					x		x			x
Statewide Portal (my.utah.gov)				x				x		
MLA Integration with Remedy Asset Management			x				x		x	
Data Archiving	x						x			
Information Life Cycle Management		x	x	x			x	x	x	x
PBX and Key System					x		x			

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Two-Factor Authentication							x			x
Statewide Digital Network Clock Synchronization				x	x		x		x	
WAN Fiber				x	x	x	x	x		x
Agriculture										
Homeland Security Communications					x	x		x		x
Commerce										
Image Handling for UCC/CFS				x				x	x	
Corrections										
Criminal Reporting Incident System	X								x	
UDC Backup System Upgrade				x	x					x
Health										
BES Case File Imaging				x						
Budget Management System – BMS				x						
Child Health Advanced Records Management Integration Infrastructure					x					
Contract Tracking System				x			x	x		
Environmental Public Health Tracking Program	x			x				x		
eREP MMIS Interfaces				x						
LIMS										
MMIS New Claims Adjudication System				x						
Surveillance and Epidemiological Response for Public Health	x			x				x		

DTS Enterprise IT Summary FY 2007-2008	Geospatial Data and Technology Integration	(1) Complete DTS Transition	(2) Establish Best-Practice Governance	(3) Optimize Business Processes	(4) Infrastructure Upgrades	(5) High-Speed Communications Capabilities	(6) Sound, Responsive, Cost-effective Delivery of IT Services	(7) Effective Enterprise Information Sharing	(8) Formal Project Management Capabilities	(9) Coordinated Vendor Management / External Services
WIC – Mountain Plains State Consortium				x				x		x
Rhapsody Integration Engine				x						
Human Services										
ORSIS				x				x		
SAFE				x						
Enterprise Permitting (Licensing)	x			x				x		
Systems Transformation Grant Project				x						
DHS Data Warehouse	x						x	x		
Public Safety										
WEB Services	x			x			x			x
UCJIS	x			x				x	x	
Master Index	x			x			x	x	x	x
Broadband Wireless	x			x	x	x				
IP Mobile Net	x				x	x	x			x
Transportation										
Data Warehouse/Dashboard			x	x	x		x	x		
System Planning & Programming System	x		x	x	x		x		x	
ProjectWise				x						
Workforce Services										
Career Management System				x						
Career Management System Phase 2				x						
Content Management 7.1 migration to 8.3				x						
DB Architecture			x		x					

DTS Enterprise IT Summary FY 2007-2008	Geospatial Data and Technology Integration	(1) Complete DTS Transition	(2) Establish Best-Practice Governance	(3) Optimize Business Processes	(4) Infrastructure Upgrades	(5) High-Speed Communications Capabilities	(6) Sound, Responsive, Cost-effective Delivery of IT Services	(7) Effective Enterprise Information Sharing	(8) Formal Project Management Capabilities	(9) Coordinated Vendor Management / External Services
Disaster Recovery Plan		x			x	x				
IT Governance Alternative Pilot		x	x						x	
DTS HR Electronic Content Management System				x				x		
Contracts Division Integration into Content Management Doc. Imaging				x				x		
DWS, DOH, and ORS ECMS Consolidation				x				x		
eFind rewrite for eREP	x			x			x	x	x	
eFind Vital Stats	X			x						
eREP Food Stamp Module	X			x				x		
eREP Integration into Eligibility Content Manager Imaging	X			x				x	x	
eREP Medicaid Module	X			x				x		
eREP TANF Development and Pilot Project	X			x			x	x		
FA96 Procurement Request									x	
FAP Contract Management (JAVA)				x			x			
FAP Contract Tracking				x			x			
Firewall Replacement					x					
Imaging Automation				x			x	x	x	
Migrate Content Mgr ID's to Network Login (LDAP)					x		x	x		
OPS – CATS DR (UWORKS)				x						
OPS – Data Center Consolidation					x		x			

DTS Enterprise IT Summary FY 2007-2008	Geospatial Data and Technology Integration	(1) Complete DTS Transition	(2) Establish Best-Practice Governance	(3) Optimize Business Processes	(4) Infrastructure Upgrades	(5) High-Speed Communications Capabilities	(6) Sound, Responsive, Cost-effective Delivery of IT Services	(7) Effective Enterprise Information Sharing	(8) Formal Project Management Capabilities	(9) Coordinated Vendor Management / External Services
OPS – LAN Systems Disaster Recovery					x					
OPS – Oracle Enterprise License							x		x	
OPS – Remote LAN Users							x			
OPS – WebSphere Hosting				x	x				x	
PACMIS Maintenance							x			
Program UI Contribution Links to eREP				x						
Security – Oracle					x					
Statewide Telecommuting				x	x	x				
UWORKS – eREP Interface				x					x	
VOIP – Telecommuters				x	x	x				
VOIP – Call Routing				x	x	x				
VOIP – Telecommuter Security				x		x				
WEB Architecture			x			x				
Work and Family Life – Interagency Childcare Database			x	x						
Appeals Digital Voice Recording				x		x				
Master Finance Automation Plan			x	x						
Eflex				x						
eREP Reports				x			x	x		

AGENCY SERVICES

The Agency Services Function (ASF) or IT Directors within DTS ensure the service and support needs of the agency are clearly articulated, understood, and communicated to DTS agency and enterprise staff. The ASF oversees DTS solutions and services to fully meet agency requirements and expectations. The ASF also

communicates DTS strategies, plans, and priorities to Agency Executives on a continuing basis.

The key objectives of the ASF are to (1) keep the objectives of the Agency and DTS in close alignment; and (2) support the development and implementation of solutions that offer optimal benefit to the assigned Agency.

The ASF should plays an executive role in supporting their assigned-Agency strategic and business objectives. By doing so, the ASF can better assist DTS in ensuring its own strategies, priorities, and full suite of services align to the strategic priorities of Executive Branch Agencies. Only by maintaining high levels of awareness of both organizations through the ASF will DTS succeed in meeting its obligations to the Agencies.

Agency Information Technology Plans were submitted by each Agency IT Director and have been reviewed and approved by the State Chief Information Officer. The plans are included with the attached data disc.
There were a total of 469 IT Projects submitted for FY07/08. Of this total 413 projects, or 88.1%, are FY07 projects, and 56 new projects, or 11.9% are listed for FY08. The following is a summary of the costs for these IT Projects. Tables 1 and 2 detail the cost summaries by fiscal year.

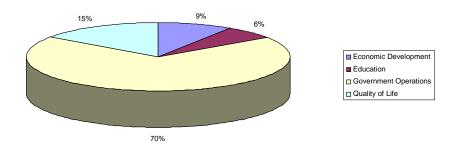## *Alignment with Executive Branch Strategic Goals*
Governor Huntsman has identified four major focus areas for the current State of Utah administration, as summarized in Figure 4. Each of these focus areas depends significantly—directly or indirectly—on the quality, effectiveness, responsiveness, and efficiency of the State's information technology resources and infrastructure. Therefore, the guidance shown in Figure 4 provides ongoing directional input for operational IT activities and projects.

FIGURE 4: MAJOR FOCUS AREAS FOR THE CURRENT STATE OF UTAH ADMINISTRATION	
1 Economic Revitalization	A state where we seek to enhanced economic freedom for all Utah citizens by creating a business friendly atmosphere and a place where technology and innovation can thrive.
2 Education	A state where teachers feel satisfied and appreciated, parents feel empowered and involved, and our education system matches our children's dreams with their unique, individual abilities.
3 Quality of Life	A state where we look toward securing the future needs of our citizens by protecting our environment, enhancing our transportation and water systems, improving access to healthcare services, and decreasing the number of uninsured.
4 Governance	A government where we are efficient and effective in delivering services to our citizens and businesses.

As might be anticipated, the majority of Agency IT projects, 73%, focus in the area of government operations. Based upon agency responses there was emphasis on each of the other executive branch major focus areas as illustrated in Figure 5.

Figure 5: Alignment with Executive Branch Strategic Goals

Supports Executive Branch Strategic Goals	Number	% of Total Projects	% of Total Responses
Economic Development	46	9.81%	9.26%
Education	31	6.61%	6.24%
Government Operations	344	73.35%	69.22%
Quality of Life	76	16.20%	15.29%
Total Responses	497		
Total Projects	469		100.00%

Project Purposes

The IT Plan guidelines require that project purposes be identified. Projects often have multiple purposes. Of the 469 projects submitted there were 927 purposes identified. The distribution of these purposes is illustrated in Figure 6. The percentage distribution by purpose categories can be summarized as follows:

- Build and Maintain Infrastructure   28.92%
- Build and Maintain Applications   40.24%
- All Other Categories   30.84%

Figure 6: Distribution by Project Purposes

Project Purpose	Number	% of Total Projects	% of Total Responses
Maintain Infrastructure	167	35.61%	18.02%
New Infrastructure	101	21.54%	10.90%
Maintain Application	223	47.55%	24.06%
New Application	150	31.98%	16.18%
Pilot Project	30	6.40%	3.24%
GIS	13	2.77%	1.40%
Collaboration with Local Government	57	12.15%	6.15%
Share Information with other State Agencies	104	22.17%	11.22%
Public/Private Partnership	51	10.87%	5.50%
Other	31	6.61%	3.34%

Impact on Enterprise Operations and Services

Based upon project detail, as well as overall Agency usage forecasts, DTS needs to be prepared to increase service offerings in the following areas:

- Directory services (UMD) integration with agency applications.
- Database Analyst (DBA) services, especially on the application level. Approximately 40% of agency projects involve DBA service requirements.
- Web site and application design consulting and development services for new and existing projects. Over 60% of all agency projects are in these areas.
- Monitoring services for agency applications and infrastructure.
- Network planning services for agency specific projects and network centric applications.
- Disaster recovery and IT systems contingency planning.

Appropriations in Agency IT Plans

The table below summarizes the funding requests submitted by Agencies. DTS is supporting agencies in their efforts to secure funding for these initiatives. Greater detail and information is included in individual Agency IT Plans on the data disc.

Description	One-Time Request	Total
GPS BASE-STATION NETWORK	X	$ 700,000
DIGITIZATION OF FILES	X	$ 120,200
SERVER REPLACEMENT	X	$ 295,000
EMPLOYEE PORTAL	X	$ 1,000,000
PUBLIC HEALTH SURVELIANCE SYS	X	$ 1,200,000
MMIS (ONE-TIME NON-LAPSING FUNDS)	X	$ 6,000,000
IT SERVICES (FUNDING CHANGE)		$ 47,190
UHP TECHNOLOGY		$ 462,000
JUSTICE INFORMATION EXCHANGE	X	$ 3,000,000
CONTINUITY OF BUSINESS	X	$ 408,000
VOICE RADIO INTEROPERABILITY		$ 650,000
TECHNOLOGY REFRESH		$ 1,263,268
NEW TAX SYSTEM	X	$ 15,500,000
ARCHIVES - ELECTRONIC RECORDS	X	$ 100,000
ARCHIVES - DIGITAL COLLECTIONS		$ 55,400
EREP SYSTEM COMPLETION	SUPPLEMENTAL	$ 6,488,000

Description	One-Time Request	Total	
RULES-ERULES APPLICATION	SUPPLEMENTAL	$	68,000
ARCHIVES-COST FOR DIGITAL COL	SUPPLEMENTAL	$	55,400
AGRC / STORAGE	SUPPLEMENTAL	$	90,000
TOTAL		$	37,502,458

DTS AWARDS AND RECOGNITIONS

Utah has consistently won numerous awards for its E-government capabilities. With this expertise in the new organization, DTS will be able to even better leverage its E-government resources to help state government services become more efficient and convenient to citizens. Awards and recognitions received so far in 2006 include:

- The Center for Digital Government "Best of the Web" – 3rd Place

- Brown University's Center for Public Policy – 3rd Consecutive Ranking in top five State and Federal Websites (no other government entity has achieved such consistent ranking)

- The Center for Digital Government, "Digital States Top Ten" – The survey examines over 60 measurements in four broad areas – service delivery, architecture and infrastructure, collaboration, and leadership.

- 2006 Government Customer Service Award – 1st Place

- 2006 Excellence in Right-of-Way Innovation Award from the Federal Highway Administration (UDOT)

- 2006 Utah Women Infant and Child Association Customer Service Award (Health)